

**U.S. ARMY MEDICAL
COMMAND HEALTH CARE
ACQUISITION ACTIVITY**

**STRATEGIC PLANNING
GUIDE**

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Table of Contents

	Page
Strategic Planning System	2
Annual Assessment	4
Annual Plan	6
Acquisition Reform Improvement Plan	6
Semiannual Reviews	7
Business Plan	8

THE STRATEGIC PLANNING SYSTEM

The products in the Strategic Planning System are the Strategic Plan, the Annual Assessment, the Acquisition Reform Improvement Plan (ARIP), the Annual Plan, and the Business Plan.

The Strategic Plan is the primary product and provides the framework for the remaining products. There are five elements in the Strategic Plan; our mission, our vision, our values, our core processes, and our strategic goals. The Strategic Plan is intended to be a stabilizing influence, bridging changes in management and external forces. However, it is subject to revision as a result of significant paradigm shifts or changes in mission.

The Principal Assistant Responsible for Contracting (PARC) Strategic Planning Team (SPT), formed from the PARC staff, performs the Annual Assessment to evaluate the effectiveness of strategies implemented by the previous year's Annual Plan. Effectiveness is measured by feedback from the semiannual reviews, objective performance measures (metrics), and independent analysis. The team revisits the Strategic Plan to validate and prioritize strategic goals. They analyze core processes for targets of opportunity in the coming year, identifying areas for improvement.

The OPARC SPT prepares the Annual Plan; a document based on the Annual Assessment that translates vision and strategic goals into broad action items. The Annual Plan identifies broad action items, the priority, the responsible organizational element, and the strategic goal(s) and core process(es) it affects. Feedback from the semiannual reviews, objective performance measures (metrics) and independent analysis measures effect and progress of broad action items. The Annual Plan is subject to revision as a result of feedback.

The Business Plan is comprised of the sum total of all Specific Action Plans developed by each organizational element. The Business Plan translates the Annual Plan into specific action items. Each action item identifies the broad action item (from the Annual Plan) it supports, the responsible organization, the action officer tasked by the organization for successful completion, the current status, the action type, and an appropriate metric for measuring

progress and/or effect. Action officers report on current status of each item and the PARC gives advice or assistance in overcoming barriers, as necessary. Priorities are reassessed and adjusted based on progress.

Specific Action Plans translate the broad action items of the Annual Plan to specific action items. These plans are prepared by each organizational element to satisfy the organizational tasking(s) identified in the Annual Plan. When all Specific Action Plans are consolidated, they become the Business Plan.

In the HCAA strategic planning model, the Acquisition Reform Improvement Plan (ARIP) is integrated with the Annual Plan. The ARIP is the compilation of those broad action items that have a specific focus on Acquisition Reform initiatives. Consequently, the Business Plan contains specific action items in support of ARIP initiatives identified in the Annual Plan, completing the integrated ARIP.

The PARC appoints a Strategic Planning Officer (SPO) to facilitate and monitor the strategic planning system. Recommend that each office appoint an SPO to coordinate strategic planning efforts with the command SPO. The PARC and each Center/Regional Office Chief prepares a Specific Action Plan that will be incorporated into the overall HCAA Business Plan. The specific action items in these plans must correlate to the Annual Plan published by the PARC. The Specific Action Plan should incorporate action items for staff, branch elements, and contracting cells supporting the Annual Plan.

THE ANNUAL ASSESSMENT

The Annual Assessment is performed by an OPARC SPT designated by the PARC and led by the SPO. The final product is a prioritized list of targets of opportunity for improvement of core processes. Effectiveness is measured by feedback from the semiannual reviews, metrics, and independent analysis. The team revisits the Strategic Plan to validate and prioritize strategic goals. They analyze core processes for targets of opportunity in the coming year, identifying areas for improvement.

VALIDATE STRATEGIC PLAN. The OPARC SPT reviews each element of the Strategic Plan. The elements of the Strategic Plan define the organization and should change infrequently. If changes are necessary, the PARC will make required adjustments at this time.

EVALUATE STRATEGIES. In this step the SPT analyzes the effectiveness of the Annual Plan for the preceding year including results of the semiannual review (Summary of Action Items). The purpose is to determine whether desired outcomes were achieved when selecting the core process for improvement and the action items developed to accomplish them.

PRIORITIZE STRATEGIC GOALS. The SPT assesses the relative potential contribution of each strategic goal in realizing the organization's vision as enumerated in the Strategic Plan. Available opportunities to realize improvement in each strategic goal are also assessed. The SPT then assigns a priority to each strategic goal.

ANALYZE CORE PROCESSES. The SPT then analyzes the core processes for targets of opportunity where improvement of strategic goals may be realized. They then develop a prioritized list (consistent with the previous step) of target core processes for improvement. Each item on the list is accompanied by a description of the current process and the expected result.

OBTAIN FEEDBACK AND PARC APPROVAL. The SPT's final product (identification of any revisions to the Strategic Plan, the strategic goal priorities, and the prioritized list of targeted core processes) is circulated

for comments and suggestions from other staff and office chiefs. The SPT incorporates any changes deemed appropriate from this feedback and submits to PARC for approval.

THE ANNUAL PLAN

The OPARC Annual Plan establishes broad action items for the coming year to accomplish strategic goals and assigns functional responsibility to HCAA staff and office chiefs. The Annual Plan identifies action items, the priority, the action officer, and the strategic goal(s) and core process(es) it affects. The PARC will include accomplishment of the broad action items in the appropriate HCAA staff and office chiefs' individual performance objectives. The SPT develops the Annual Plan for PARC approval.

REVIEW CURRENT BROAD ACTION ITEMS. The team reviews existing action items for progress and value. Strategies that are not achieving desired results may be rejected, restated, or given greater priority, consistent with the Annual Assessment/Semiannual Review.

ESTABLISH NEW BROAD ACTION ITEMS. Develop new action items based on the Annual Assessment and consistent with the organization's value system. Each action item is matched with the strategic goal and core process it affects, then prioritized consistent with the Annual Assessment. If a performance objective metric is not in place to measure progress, then one is developed at this time.

OBTAIN FEEDBACK AND PARC APPROVAL. The team's final product is circulated for comments and suggestions from HCAA staff and office chiefs and may be revised semiannually. The team incorporates any changes deemed appropriate from this feedback and submits to the PARC for approval.

ACQUISITION REFORM IMPROVEMENT PLAN

DOD requires the Acquisition Reform Improvement Plan (ARIP). The ARIP items overlap with items in the HCAA Annual Plan. Therefore, ARIP items will be annotated in the Annual Plan so that it meets the needs of both strategic planning and Acquisition Reform improvement.

SEMI ANNUAL REVIEWS

The Strategic Planning Officer (SPO) semiannually reviews each broad action item in the Annual Plan and prepares a Summary of Action Items to determine progress. The PARC may make adjustments to the Annual Plan based on SPO recommendations or provide further guidance or assistance.

Prior to this review, HCAA staff and office chiefs will provide an Action Item Status Report (AI SR) indicating the current status of their action items (as defined in the Annual Plan). Supporting analysis of assigned action items contained in the Business Plan will be included as an attachment to the AI SR. The AI SR will be submitted to the SPO and include appropriate metric information, general progress, identification of barriers that impede progress, and a brief plan for achieving the desired goal if progress is not on schedule. The SPO will then update the Summary of Action Items, providing this and the AI SR to the PARC.

THE BUSINESS PLAN

The PARC, HCAA staff and office chiefs will establish the corporate Business Plan to accomplish the mission and achieve the goals. The process used to develop and maintain the corporate Business Plan is as follows:

1. The Commander/PARC and each office chief will establish Specific Action Plans that are designed to accomplish the broad action items listed in the Annual Plan. The Specific Action Plans for each office are combined to make up the corporate Business Plan.

2. The Specific Action Plan for each office will include at a minimum:

- Broad action item it relates to in the Annual Plan
- Action Officer
- Priority
- ARIP designation when applicable
- Metric
- Status

3. The specific actions will be made a part of the action officer's individual performance objectives.